



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

200
1822 - 2022

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Foreign languages & cultural awareness

Cultural Awareness

Key Models & Theorists

Rodrigo Aguilera
International hotel Management
Rodrigo.faguilera@uwtsd.ac.uk

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Before we start

As there are quite a few of us here, please ensure that your microphone is muted during all teaching until you are asked a question or there is a group discussion to prevent background noise.

You should attend every class and have a private space to work so that you can concentrate fully on the lesson.

You should not be at work, shopping, driving or caring for children.

Your camera must be always on during lectures please. -Use the Teams university background to protect your privacy.

YOU must join via a laptop or PC/MAC –No attendance permitted on phones or tablets

You will be removed from the session and logged as absent if you fail to adhere to these criteria.

This and all sessions will be recorded so that you can watch it again

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Why is this important?

- This is a Full Time University course and as such the University definitions of engagement and decorum apply as they would in a physical classroom.
- Your Cameras must remain 'On' for the duration of the session in order to ensure equal engagement and for your lecturers to observe your full attendance of the session which is a condition for student loans/maintenance to be authorised.
- You should be using a **desktop or laptop device** with a camera, speakers and a microphone so that you will be able to engage in the session on equal footing with your classmates.
- You will be asked to share your screen and "present" your work, access documents, engage in writing activities use websites and create presentations which are either difficult or impossible on a phone.

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Get a laptop!

- Therefore, we ask you to purchase a laptop if you don't already own one, **by the end of Week 2**.
- Failure to do so within this time period will result in you being reported to the Level Lead in Week 3.
- The University offers bursaries that can provide a suitable device and/or contribute towards connectivity costs if you need some financial help with this.

-Digital Connectivity Bursary Application Form

-Undergraduate Bursaries

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Recap

Last week gave an overview of...

- ✓ Introduced the module
- ✓ Identified key concepts of culture and communication Tested our existing knowledge of the subject
- ✓ Looked at the assessments
- ✓ Examined cultural change around the world (Intercultural Competence)
- ✓ Factors of Human Life

Class Objective for the Next two weeks

Understand

- Understand the concept of cultural dimensions

Examine

- Examine Hofstede's six dimensional model

Criticise

- Criticise Hofstede's methodology

Understand

- Understand GLOBE's cultural constructs

Appreciate

- Appreciate cultural clustering

Note

- Note the relationship between society and its values cultural organisations

Assignment – Cultural advice to your hotel colleagues...

- What country is your hotel located?
- What culture does your overseas guest come from?
- Once you've decided these, you can begin to research
- Remember – consider how a hotel works in terms of all aspects of guest service/hospitality i.e. departments/functions





Context: Managing people from different cultures

‘Differences in national culture may have a bearing on how organisations deal with each other and also on behaviour within organisations which comprise a mix of nationalities.’ Brooks

‘Managers must develop organisational systems that are flexible enough to take into account the meaning of work and the relative value of rewards within the range of cultures where they operate.’

Francesco and Gold

Mullins (2016:22)

Context: 10 Attributes of the Global Manager (French, 2011)

- Be culturally sensitive and adaptable
- Solve problems quickly and under different circumstances
- Motivate and communicate well with people from different cultures
- Understand different government and political systems
- Manage and create a sustainable environment
- Convey a positive attitude and enthusiasm when dealing with others
- Manage in both traditional and virtual worlds
- View different economies as part of a single global market
- Negotiate effectively in different business environments
- Manage the triple bottom line: society, economy and the environment

Dimensions of culture in business

- **National cultural dimensions in the business context**
 - Hofstede's six dimensional model
- **Cultural dimensions according to GLOBE**
 - The Global Leadership & Organisational Behaviour Effectiveness research programme



Key dimensions of culture



Source:
Schneider and Barsoux (2003 : 34)

Basic cultural orientations

Kluckhohn & Strodtbeck (1961):

Field of social anthropology

Value orientations related to the

- nature of people
- people's relationship to nature
- relationship to other people
- modality of human activity
- temporal focus of human activity



Value Orientation Theory

Kluckhohn and Strodtbeck (1961) all human cultures are confronted with the universally shared problems:

What is a human being's relation to nature?

(human being-nature orientation or worldview)

What is the modality of human activity?

(activity orientation)

What is the temporal focus of human life?

(time orientation)

What is the character of innate human nature?

(human nature orientation)

What is the relationship of the individual to others?

(relational orientation)

The Kluckhohn and Strodtbeck value orientations can be used to describe various cultures and, therefore provide a systematic way of comparing values.

Relationship to Nature

- **Worldview:** a culture's most fundamental beliefs about its place in the cosmos, beliefs about God, and beliefs about the nature of humanity and nature
- Huntington (1993, 1996): eight major **cultural zones**, including Western Christianity, the Orthodox world, the Islamic world, and the Confucian, Japanese, Hindu, African, and Latin American zones
- The European conservative Protestant worldview dominates U.S. culture; among the world's industrialised nations, the United States is the most religious



Relationship to Nature

- Samovar et al. (1981): three parts to worldview: individual-and nature relationship, science and technology, and materialism
- **Individual-and-nature relationship:** in the United States, people typically make a clear and separate distinction between human life and nature, valuing nature but clearly placing a higher value on human life
- **Science and technology:** in the U.S., people have a strong faith in the scientific method of solving problems; it's a common belief that events have causes, causes can be discovered, and humans can and should alter the relationship
- **Materialism:** if there is one value that most of the rest of the world attributes to the United States, it is materialism, or the belief that possessions are important in life



Modality of Human Activity

- Activity orientation refers to the use of time for self-expression and play, self-improvement and development, and work
- Work:
- People in the United States have a special feeling about jobs, defining self and others by occupation; work becomes part of one's identity
- Efficiency and practicality:

People in the United States are perceived as placing such a high value on time that “efficiency experts,” whose emphasis is on getting things done on time, cause lives to be organized so that the most can be accomplished

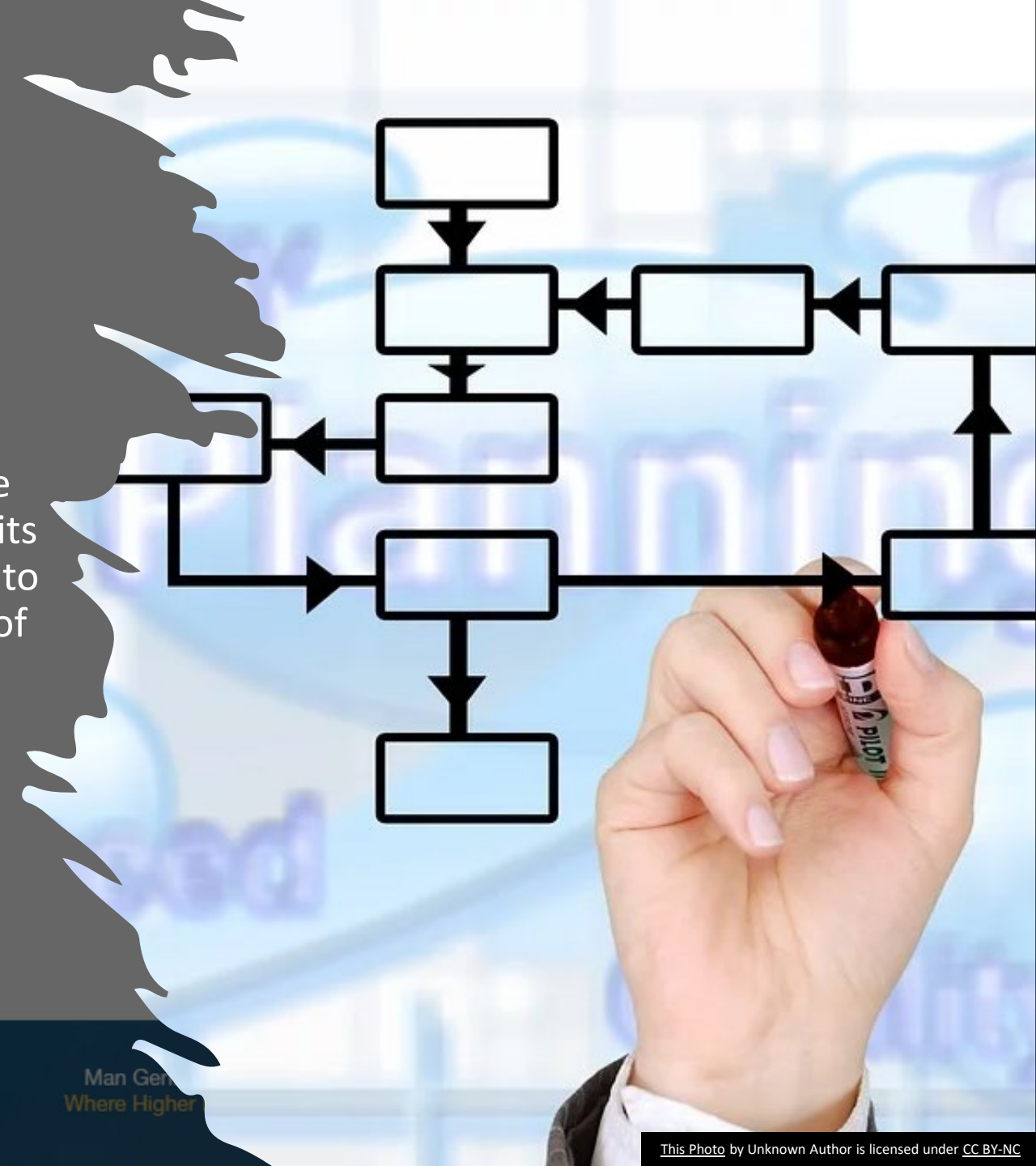
As a culture, the United States is less likely to make short-term sacrifices for long-term gain because progress is judged so much by monthly and quarterly goals



Modality of Human Activity

- **Progress and change:**

People in the United States generally believe that change is good, the new is better than the old. The new is often adopted without critically examining its effect on other aspects of culture. The willingness to accept change also explains why the U.S. has one of the highest moving house rates in the world. The belief that progress and change are good is associated with technological developments and advancement





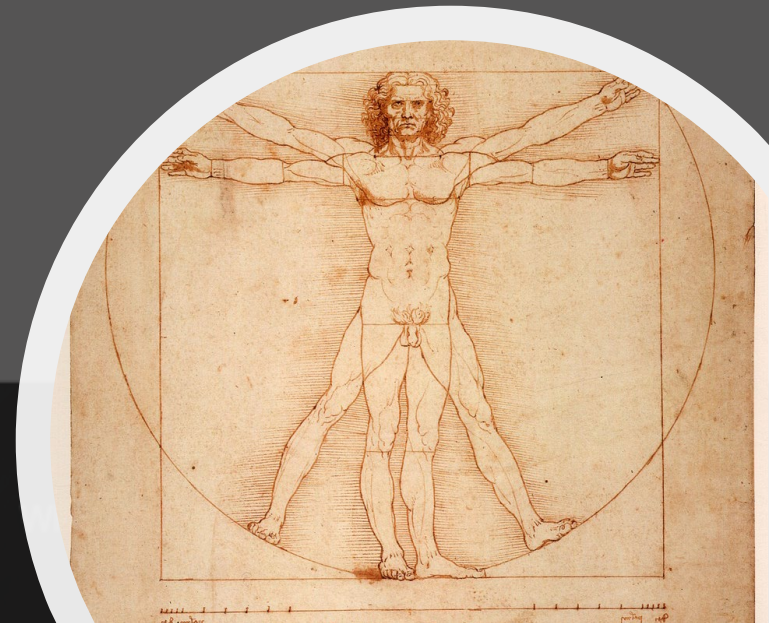
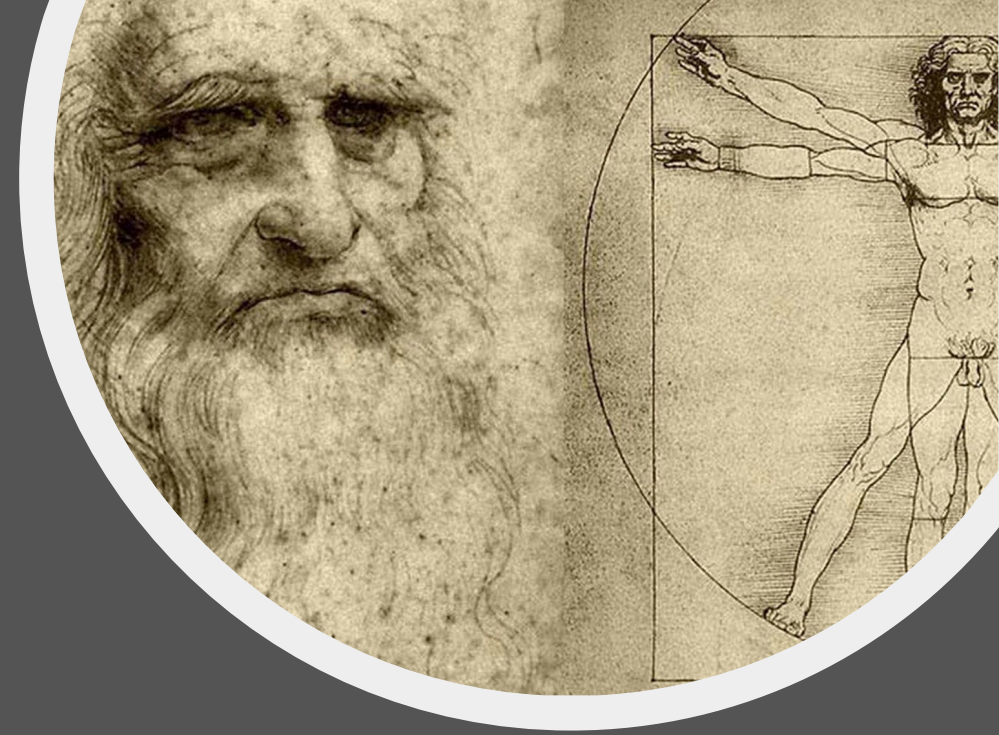
Temporal Focus of Human Life

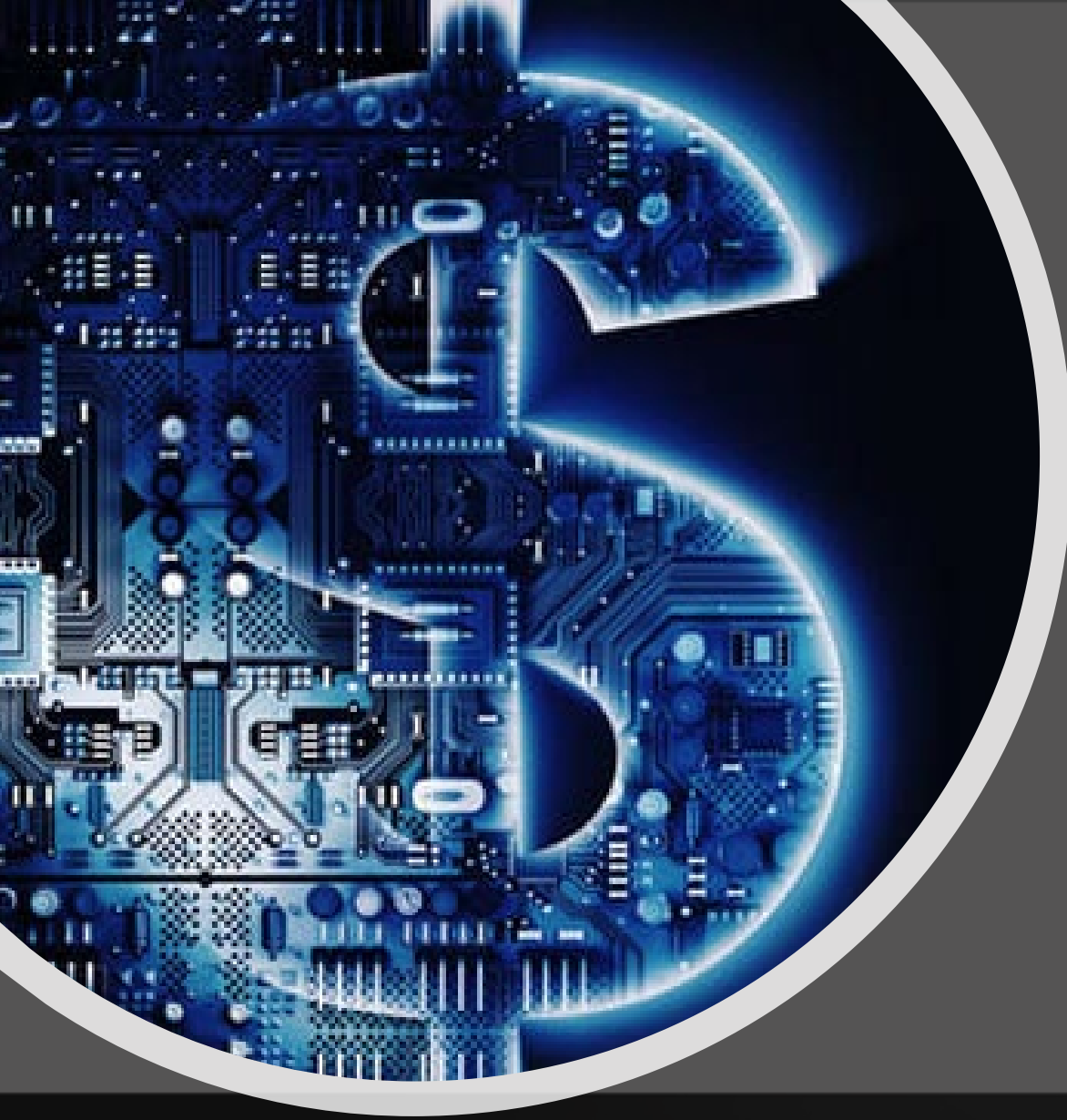
Temporal orientation refers to cultures' conceptions of time

- In the United States, time is viewed as a commodity ("time is money," "how much time do you have?" "don't waste time," "budget your time")
- When time is thought of as a commodity, one needs to be constantly aware of it; time clocks are everywhere: in homes, in cars, at work sites, on wrists, at organised play sites
- When time is viewed in a linear fashion, it obviously has a past, a present, and a future; most will admit to being motivated by the future in how to act in the present

Character of Innate Human Nature

- **Human nature orientation** refers to addressing the questions: What does it mean to be human? What is human nature? What are human rights and responsibilities?
- **Goodness:** It has been argued that the Puritan ancestry of the United States suggests that people are born evil but have the potential to be good, and that to achieve good, one must discipline the self; others argue that contemporary beliefs in the U.S. are that people are born with a potential for both good and evil
- **Rationality:** if you believe that humans have the potential for both good and evil, you also believe that humans have free will and therefore responsibility for their actions; consistent with the belief in the scientific method; the fundamental reason for the rise of the West was an extraordinary faith in reason (science, democracy, capitalism)





Character of Innate Human Nature

- **Mutability:** the belief that human nature can be changed by society. The belief that education is a positive force in improving human nature. The belief that the prison system can rehabilitate wrongdoers, that although an individual chose to do evil, that individual can be changed by society to choose to do good
- **Counterarguments to mutability:** Scientists linking biology to behaviour are finding a substantial genetic underpinning for human behaviour (e.g. genetic role in intelligence, aggression) Public debate also extends to whether unhealthy circumstances can lead individuals to do evil (e.g. child abuse)



Relationship to Others

- **Relational orientation** refers to perceptions of the self and the ways society is organised; persons of diverse cultures tend to have differing perceptions of the self
- In U.S. culture, people tend to define the self in terms of one's role and responsibilities in the society, in terms of occupation or profession, rather than in terms of family or other relationships

Relationship to Others

- **Individualism:** the most distinctive and perhaps permanent characteristics of the U.S. character are independence and individuality; reflected on views about naming children, marriage and love, life after death; when working in groups and organisations adults are encouraged to accept responsibility as separate, independent individuals
- **Self-motivation:** in the U.S. the prevalent belief is that individuals should set their own goals and then pursue them independently; competition, unlikeliness to favour government redistribution of income
- **Social organisation:** equality is an important cultural myth in the United States, although beliefs may appear contradictory to actions; people in the United States tend to emphasize conformity to modern or future-oriented norms

Understanding culture and management

Research on communications

- Edward Hall

Research of different organisational functions

- Nancy Adler

Research on organisational culture

- Edgar Schein

Research on national culture

- Geert Hofstede
- Fons Trompenaars

Learning a new culture.....



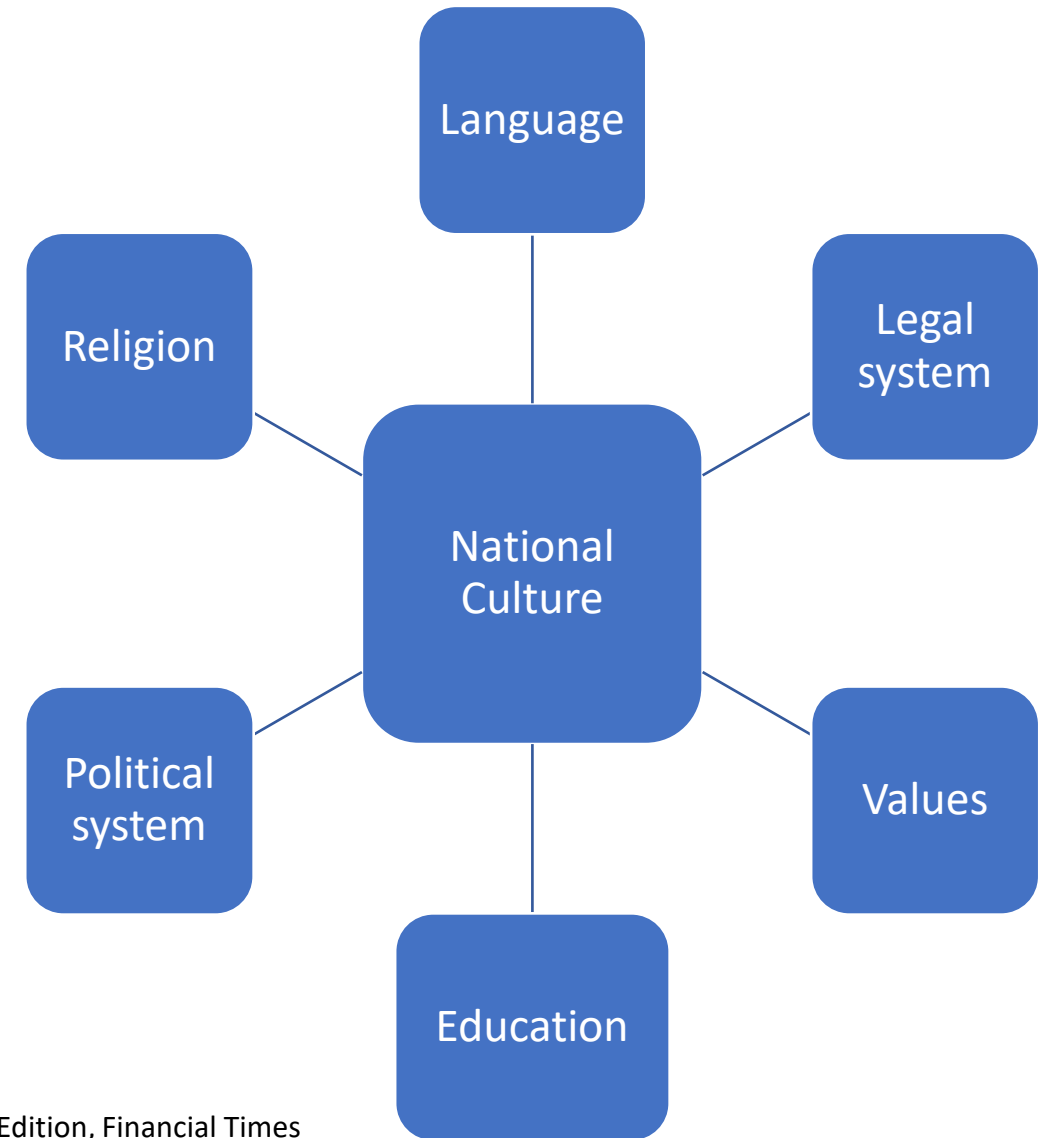
Hofstede's dimensions (1980)

- Hofstede was one of the first researchers to analyse the influence of NATIONAL culture on management practices
- Empirical study at large multinational company (IBM)
 - 66 national subsidiaries
 - 116,000 questionnaires
 - 60 out of 150 questions concerned values and opinions

Hofstede described culture as 'the collective programming of the mind which distinguishes the members of one human group from another' (1980: 25)

When elaborating on his definition, he says: 'Culture, in this sense, includes systems of values; and values are among the building blocks of culture'.

Factors affecting national culture



Source: From Brooks, I., Organisational Behaviour: Individuals, Groups and Organisation, Third Edition, Financial Times Prentice Hall (2006), p. 272, with permission from Pearson Education Ltd. Taken from Mullins (2010)



Four aspects of national culture Hofstede's original model

- **Power distance**

Attitudes to authority;

Distance between people in a hierarchy

- **Uncertainty avoidance**

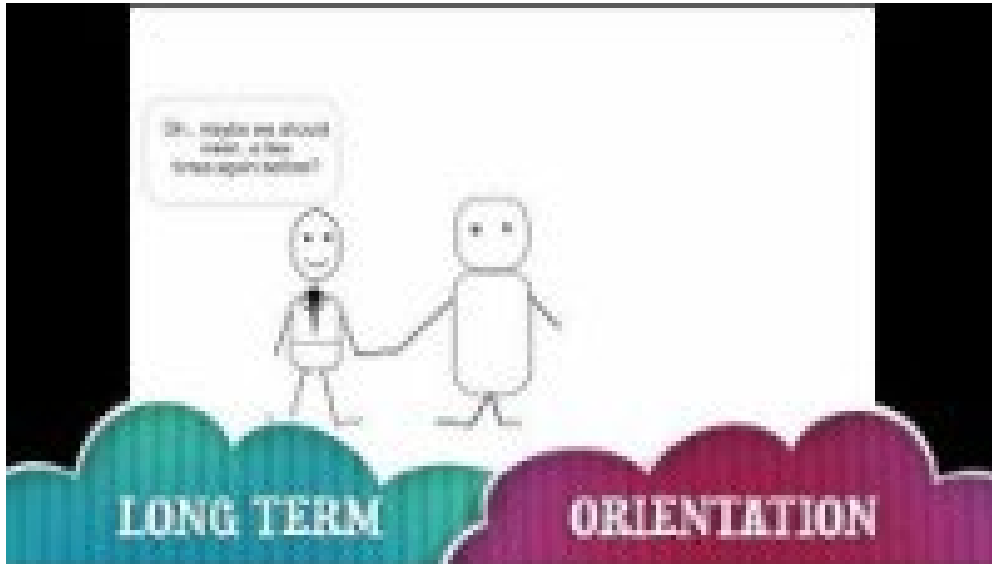
Degree of tolerance for uncertainty or instability

- **Individualism/Collectivism**

Independence and interdependence Loyalty towards oneself and a group

- **Masculinity/Femininity**

Importance of work goals v personal goals



The fifth & sixth dimensions

- PLUS Short-term versus long-term orientation
NOT found in the data used to determine the original dimensions (Hofstede, 2001)
Emerges from the Chinese Values Survey (1985) which contained a Confucian dynamism scale.
- Indulgence versus Restraint
Happier, more enjoyment or not

Hofstede Insight Comparison Tool On Moodle

1. Select your second country for your Assignment Case Study
2. Use the Hofstede Insight tool on Moodle to understand the value of the 6 cultural dimensions for your chosen case studies
3. Once you have all of the 6 dimensions, this will provide the framework to describe the values of your chosen Country A (Hotel location) and your Country B (your visitor from another culture)
4. The dimensions will allow you to use a theoretical platform for your analysis of the cultural values and differences for each country
5. Once you understand the values and differences between Country A and Country B- this will generate the handbook required for training the hotel staff

<https://www.hofstede-insights.com/product/compare-countries/>

QUESTIONS?



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Next Week!

Cultural Awareness:

- HOFSTEDE
- GLOBE
- TROMPENAARS

Italian:

- Assessment 1
- Assessment 2
- Mi piacerebbe





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I look forward to seeing you next week.

If you have any questions in the meantime, please send an email from your student account

I.suardi@uwtsd.ac.uk

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